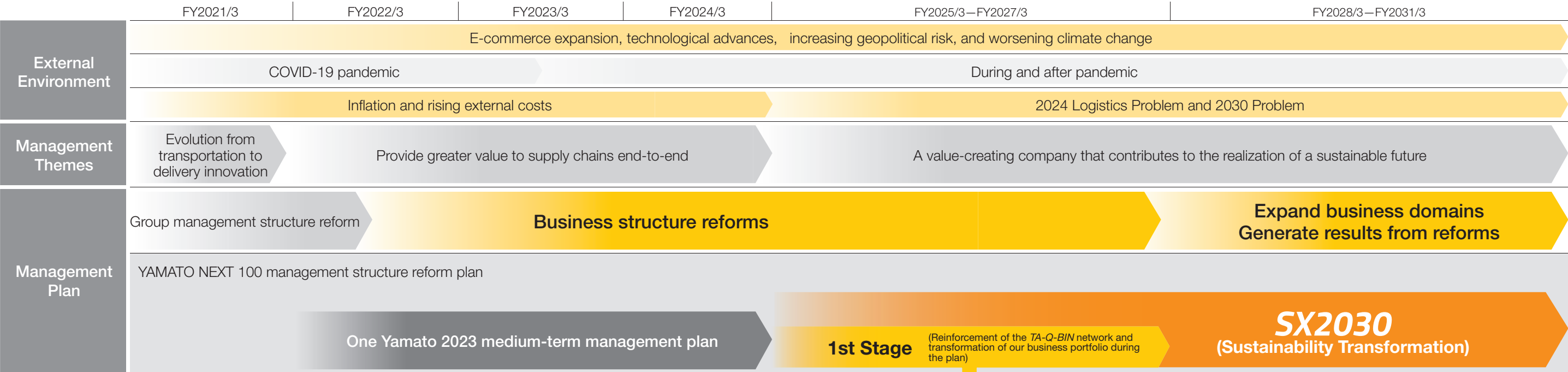
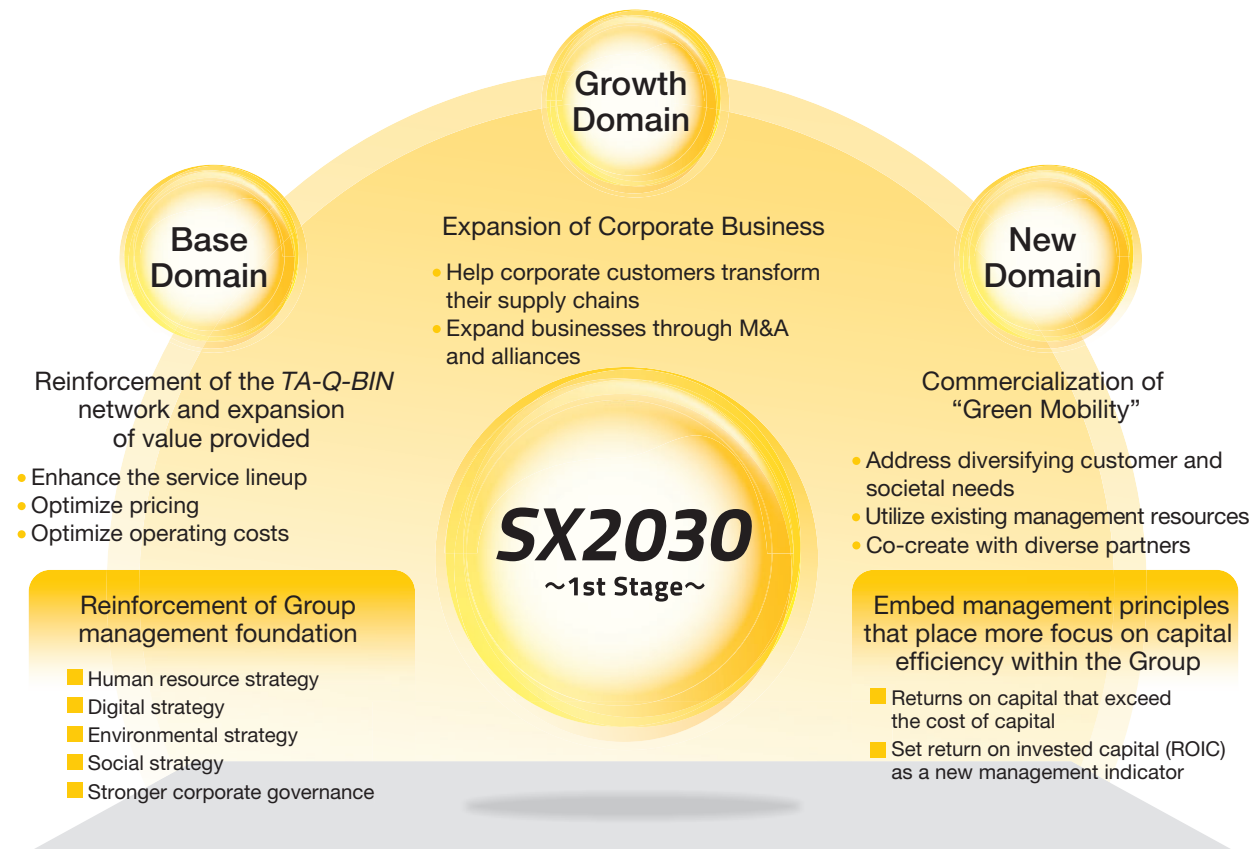


Roadmap to 2030 and Medium-term Management Plan

■ Positioning of the Medium-Term Management Plan
“Sustainability Transformation 2030 (SX2030) ~1st Stage~”



■ Main Measures



■ Selected Financial and Non-Financial Targets

The targets for FY2027/3, which is the final year of the medium-term management plan, are as follows. We are carefully reviewing the plan and its numerical targets in light of factors such as our business performance during FY2025/3, the first year of the plan, plan progress, and changes in the business environment. We are committed to constructive dialogue with shareholders and investors and will disclose updated numerical targets should we decide to revise them.

Category		Item	FY2025/3 Results	FY2027/3 Targets
Financial Targets	Operating Results	Operating Revenue	¥1,762.6 billion	¥2,000–2,400 billion
		Operating Profit	¥14.2 billion	¥120–160 billion
		Profit Attributable to Owners of Parent	¥37.9 billion	¥80–100 billion
	Profitability	Operating Profit Margin	0.8%	6% or above
	Efficiency	ROE	6.5%	12% or above
		ROIC	1.4%	8% or above
Material Issues		Indicators	FY2025/3 Results	FY2027/3 Targets
Environment	Energy & Climate	Reduction in GHG emissions ¹ (Compared with FY2021/3)	15% reduction	25% reduction
		Percentage of electricity generated via renewable energy sources	55%	Set Scope 3 emissions reduction targets
Society	Labor	Human productivity ²	1.34	Increase labor productivity
		Employee awareness survey ³	Employee-friendly 70% Rewarding 59%	Increase engagement
	Human Rights & Diversity	Percentage of employees with disabilities ⁴	3.3%	3.1%
		Percentage of women in management (executives) ³	6.6%	10%
Governance	Increasing the effectiveness of the Board of Directors / Dialogue with shareholders and investors / Enhancement of disclosure			

1. Scope 1 & Scope 2 emissions of consolidated companies in Japan and Swan Co., Ltd.
2. (Consolidated operating revenues – consolidated subcontracting expenses) ÷ consolidated personnel expenses
3. Consolidated companies in Japan and Swan Co., Ltd.
4. Consolidated companies in Japan and Swan Co., Ltd. (excluding companies not subject to reporting on the employment status of people with disabilities)